



U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
ANNOUNCEMENT

**CALL FOR PUBLIC-PRIVATE ALLIANCE PROPOSALS IN SUB-SAHARAN AFRICA
UNDER EXISTING ANNUAL PROGRAM STATEMENT
APS No. OAA-2012-000004**

This program is authorized in accordance with Part 1 of the Foreign Assistance act of 1961 as amended.

Through this Addendum to the FY2012 Global Development Alliance (GDA) Annual Program Statement (APS) No. OAA-2012-000004 (hereinafter Addendum to the GDA APS), USAID's Education Division of the Sustainable Development Office in the Africa Bureau (AFR/SD/ED) is making a special call for the submission of Concept Papers to support the President's Young African Leaders Initiative (PYALI). The Initiative aims to develop Sub-Saharan African (SSA) youth as leaders and partners in development while creating strategic alliances with non-traditional partners in the private sector. The priority emphasis under this Addendum should be on innovation, sustainability, and reaching out to new audiences or non-traditional leaders. Specifically, applicants should ensure that the Agency Gender Equality and Female Empowerment Policy and Evaluation Policy guidelines are applied as described in:

http://www.usaid.gov/our_work/policy_planning_and_learning/documents/GenderEqualityPolicy.pdf; and, <http://www.usaid.gov/evaluation/USAIDEvaluationPolicy.pdf>, respectively.

Unless otherwise specifically stated herein, all terms and conditions of the GDA APS, referenced above, apply. As stated in APS No. OAA-2012/000004, USAID expects to receive alliance concepts that leverage private sector resources at a minimum of 1:1, of which at least 25% should be in cash. Proposals that do not leverage resources of at least the required matching amount will not be considered under this announcement. The GDA APS can be viewed and downloaded at the following website: <http://idea.usaid.gov/gp/aps>. The GDA APS contains information regarding guidelines and procedures for submitting a concept paper.

I. Background

President Obama's speech before the Ghanaian Parliament in 2009 launched a renewed partnership with the countries of Africa. Among other priorities, the President emphasized the need to work and engage with Africa's youth to advance our policy goals. The President's Forum with Young African Leaders in 2010 and the First Lady's Forum with Young African Women Leaders in 2011 put these words into action and provided inspiration to thousands of



young leaders from across the continent. In addition, throughout the past three years the State Department, USAID and Peace Corps have institutionalized these engagements through a number of programs and outreach forums. Young leaders in Sub-Saharan Africa are responding to these efforts and are working to convene dialogues, foster networks and are using the opportunities we are providing to establish their own platforms to create change in their communities.

The President's Young Leaders Initiative has been developed over the course of three years during which a variety of approaches and programs have been tried and tested in Washington, at U.S. embassies in Africa, and by the most important element – young African leaders. The essential elements of the program, now taking root and generating sustaining momentum include:

- **Buy-in from the highest levels of the US government:** With the participation of the President and First Lady in the 2010 and 2011 Young African Leaders Forums, as well as outreach to youth from other cabinet-level officials like Secretary Clinton, USAID Administrator Shah, and Peace Corps Director Williams, U.S. government officials at the highest levels are promoting the importance of youth engagement globally, and in Africa specifically.
- **The Quadrennial Diplomacy and Development Review (QDDR)** process identifies youth not only as a key target audience but as key partners for U.S. government engagement in 21st century statecraft. As a result, State Department and USAID have designed youth policy frameworks that move youth from the periphery to the center of economic, political, and social development. Nearly half of the U.S. embassies in Africa now have functioning youth advisory councils. That number is growing steadily and it is expected that such councils will be established at nearly all US embassies by the end of 2012. Interagency collaboration on councils is a priority.
- **“Top-down” meets a “grassroots” approach:** As the field missions continue to develop programs that address the needs and potential of young African leaders, they do so through a continual dialogue through which U.S. government personnel listen and respond to young African leaders outlining their needs and vision for the future. Where those ideas match broad U.S. policy objectives, we focus our resources through partnerships and programs. At the same time, the interagency process in Washington – led by the National Security Council (NSC) - has worked to elevate and stimulate increased U.S. government engagement with young Africans. The result is an initiative that has developed in an organic manner, based on need, dialogue, and collaboration.



- **Young leaders in Sub-Saharan Africa** are responding to U.S. efforts to empower youth, convene dialogues, and foster networks. They are taking advantage of these opportunities to establish their own local, sustainable platforms to create positive change in their communities. The U.S. Government (USG) will continue to assess local and Pan-African initiatives developed by young African leaders, aligning resources to fill in the gaps rather than compete with evolving initiatives on the continent.
- **Youth and Young Leader efforts are mutually reinforcing:** The USG recognizes that though hallmark White House and President's Initiative events are oriented toward older youth and young adult participation, a sustainable and long-term partnership approach must incorporate and engage younger youth, and consider broader youth diplomatic and development efforts at scale.

The sum total of these efforts is the President's Young African Leaders Initiative (PYALI) – a whole of government effort to engage and promote the success of Africa's next generation of leaders. U.S. efforts under this initiative are organized into three lines of activities: (1) developing leadership skills; (2) promoting entrepreneurship; and (3) engaging in dialogue and fostering networks across all the activities.

II. Intended Outcomes

Despite the many challenges facing emerging Africa, the donors and international community can play an important role in providing opportunities that unleash the potential of emerging leaders. A new generation of educated, politically savvy, and entrepreneurial leaders is emerging across Africa. They are rising through the ranks of government, returning from the Diaspora, starting up businesses, working as local representatives of multinational corporations, leading local NGOs and activists groups, and taking an increasing role in political leadership.

Redefining the image of youth as assets and leaders—forces for positive development in their communities and countries—as part of the demographic dividend rather than threats to peace and security is an intended outcome of this effort. Perceptual changes are a powerful tool to ensure that communities and countries acknowledge and readily embrace and support this generational shift to youth (both men and women) as partners and leaders in development. Their role as leaders and active partners in development is important in light of the need for social stability, promotion of democratic values, and economic empowerment.

USAID will assume a lead role in data collection, evaluation and monitoring of outcomes and impacts of this program in accordance with the agency's Evaluation Policy. In keeping with that



role, the USAID Bureau for Africa will develop a data collection and reporting strategy with the relevant USG participants to ensure data collected is relevant and useful to the broader audience.

Principles for Youth Programming

- I. Recognize youth participation as vital for effective programs
- II. Elevate and proactively promote gender equality
- III. Invest in assets that build youth resilience
- IV. Account for youth differences and commonalities
- V. Create second chance opportunities
- VI. Involve and support mentors, families, and communities
- VII. Embrace innovation and technology by and for youth

III. Solicitation

Through this announcement, AFR/SD/ED seeks to develop new and innovative alliances with the private sector, including Minority Serving Institutions (MSIs), businesses, local, and multinational corporations, foundations, local and international NGOs, academia, and other non-traditional partners that:

- 1) Promote **leadership** skills development;
- 2) Engage in **dialogue** and promote **partnerships** and networks; and,
- 3) Improve youth economic empowerment through **entrepreneurship**.

Proposed alliances may address one or more of these objectives. The specific objective(s) that the alliance will support must be explicitly stated in the concept paper. USAID will prioritize innovative, cost-effective, private-sector driven Concept Papers that may include the illustrative types of interventions and activities outlined below. These interventions are illustrative only, and are not meant to limit applicant creativity. However, any proposed intervention or activity must have an explicit and direct link to the achievement of USAID's support to the programmatic objectives of the President's Young African Leadership Initiative as defined herein. This Addendum to the GDA APS also seeks unique approaches that creatively bring together participants from multiple countries for learning, experience sharing, and network-building. Concept Papers should provide a clear and rational explanation for the countries proposed to participate in the offered program. Concept Papers should also explain how USAID Missions might be engaged in the program and if/how the program supports or complements USAID's existing programs in participating countries.



Young leaders serve as role models for the larger community and they give voice to the interests of young people with the public and decision-makers. With this in mind, this Addendum to the GDA APS seeks to ensure a gender balance to all applications where young African men and women are roughly equal in number and impact. Therefore, all Concept Papers must ensure and promote inclusion and services for young people, especially women. In addition, Concept Papers should try and promote inclusive activities to ensure that leaders with disability or are other marginalized are included. Approved Concept Paper applicants will be invited to submit full applications that align the USG development goals with the private sector partner(s)' business, philanthropic, or academic interests.

I. Leadership

Leadership development is the overarching framework to this program. It is also central to both the partnership and entrepreneurship themes. Equipping youth with the knowledge, skills and attitudes to be change agents in their communities and countries requires that tomorrow's leaders be constructively engaged in the present. Through positive experiences, young people (both women and men) are increasingly recognized as significant agents in community and national development. Young people of all abilities constitute clear assets and leaders in development when they are positively empowered to be active citizens. Data that will be collected under this objective will be disaggregated by female and male to ensure a gender balanced approach.

Expected Outcomes:

- Young Africans understand the relationship between their individual strengths and desires and their future goals, and have the skills to act on that understanding.
- Young Africans have the knowledge and skills needed to practice leadership and participate in community life.
- Young Africans acquire the skills, behaviors, and attitudes that enable them to learn and grow in self-knowledge, social interaction, and physical and emotional health.

Possible Indicators (data to be disaggregated by female and male to ensure a gender balanced approach):

- Number of new programs that have included youth in the design process.
- Number of outreach events with regional institutions regarding youth participation.
- Number of volunteer or service learning programs targeting youth that are established.



- Percent of adults trained to work with youth that implement one or more activities to promote youth leadership within 6 months of the training program.

Illustrative activities:

- Including young men and women in all new USAID needs identification and GDA APS program design and management, especially in conflict and/or fragile state environments;
- Improve decision-making skills for youth;
- Engage young people in public speaking, negotiation, advocacy, and peer leadership activities;
- Map the assets offered by young men and women, including disabled youth, in targeted communities;
- Create and expand opportunities for disabled youth to participate in leadership and civic outreach programs;
- Conduct outreach to African regional institutions to ensure that leadership development becomes institutionalized;
- Develop roles and responsibilities for Youth Advisory Groups;
- Provide opportunities and support for service learning and volunteerism;
- Foster tolerance and diversity awareness; and youth participation in peace building;
- Support and train adults and host governments to work with young men and women and promote leadership development; and,
- Develop programs that specifically empower young female leaders.

II. Partnership & Dialogue

Elevating the platforms and fostering linkages between existing and newly formed networks provides tremendous leveraging opportunities and ensures greater coordination and collaboration of efforts. African regional organizations have become active in the Youth and Leadership areas with the African Union (AU) and the Association for the Development of Education in Africa (ADEA) taking the lead. There are other regional entities that present opportunities for enlarged partnership platforms. Chief among them are the East Africa Community (EAC), the Common Market for East and Southern Africa (COMESA) and the Economic Community of West African States (ECOWAS).



Expected outcome: Partnerships, networks, and dialogues with and among African youth and young leaders and youth-serving organizations are expanded.

Possible Indicators (data to be disaggregated by female and male to ensure a gender balanced approach):

- Number of new partnerships created related to youth development / entrepreneurship
- Number of partnerships (or percentage increase) reported the previous year continued in the second year (measure of sustainability)
- Number of partnerships (or percentage increase) led by youth
- Number of networks supported that focus on inclusion of disabled in leadership or civic engagement
- Number of youth leaders trained (or percentage increase)
- Number of Youth Advisory Councils that implemented outreach activities on relevant topics
- Number of outlets for youth dialogue on leadership were created by Presidential Initiative

Illustrative activities:

- Develop partnerships with the private sector to create training programs that include market relevant job skills, teamwork, discipline, leadership, effective communication, social responsibility and effective political engagement;
- Create networks and avenues for mentoring young African youth leaders, entrepreneurs, etc., including use of new media resources and on-line platforms or advocacy;
- Develop or scale-up peer-to-peer and other mentoring programs; and,
- Establish outreach centers for youth engagement in their communities.

III. Entrepreneurship

This Addendum to the GDA APS targets social and business entrepreneurs from Sub-Saharan Africa. Engaging this target audience is critical as over 65% of Africa's population is under 35 years old and participants will serve as future leaders in various sectors within their home countries. While the youth population continues to grow rapidly, economic opportunities in the form of access to education, employment, or entrepreneurship are not growing at a proportional rate. Unemployment rates are much higher for youth than for adults, in some countries up to 7 times as high. According to the 2007 World Development Report, "youth make up 25 percent of the working population worldwide, but 47 percent of the unemployed." Socio-cultural factors



may also impact the perception of youth employment, especially for students, and support to entrepreneurial programs geared to in-school youth. Demographic shifts caused by the rural exodus to urban areas, stagnant literacy rates, and static numbers of higher education opportunities all contribute to the need for greater attention to youth and their economic prospects. Skills training for young entrepreneurs (ensuring strong participation by women) are regarded as among of the most important investments to carry out in developing countries where employment opportunities are scarce and self-employment is often the only option for disadvantaged youth. Skills training for both the informal and formal sectors are equally important. The informal sector in Sub-Saharan Africa has experienced extremely high growth in the past decade to keep pace with the growing labor force and demands for employment (Fox and Gaal, "Working Out of Poverty").

Expected outcomes: More young Africans are able and prepared to gain and sustain livelihood, capitalize on commercial and economic opportunities, and contribute to their family and the community's economic growth.

Possible Indicators (data to be disaggregated by female and male to ensure a gender balanced approach):

- Number of youth leaders trained (or percentage increase, from baseline data collected)
- Number of Youth Advisory Councils that implemented outreach activities on relevant topics
- Number of outlets for youth dialogue on leadership created by Presidential Initiative
- Number of youth undertaking short or long term visits to the US to study or work / intern
- Number of youth taking leadership roles in local business, community, or Government organizations after participation in Presidential Initiative
- Number of woman-owned small businesses supported
- Number of youth successfully engaged in business
- Number of youth implementing livelihoods
- Number of youth in post-conflict environments that are employed as a result of USAID-supported activities

Illustrative activities:

- Provide training in market research, entrepreneurial skills, business practices, and monitoring and evaluation;



- Develop or scale up business opportunities in key value chains to meet the respective countries' economic goals;
- Outreach to the local private sector (including local companies, local affiliates of multi-national companies, and business associations) to partner on activity implementation, including youth employment opportunities, internships, mentorships, or business plan competitions;
- Implement livelihoods or integrated youth workforce development programs; including internships, training, and job placement;
- Train small business owners and/or youth to conduct labor market, education system or other analyses or research on target goods and services most appropriate for local markets;
- Research and analyze on policy interventions that may increase sustainable youth employment;
- Support women-owned small businesses or training programs in entrepreneurial skills that benefit females;
- Promote financial inclusion and services for young people that supports entrepreneurship;
- Leverage of local private sector expertise to promote youth economic empowerment; and,
- Develop programs to mitigate effects of unemployment of youth in post-conflict areas.

Geographic Location

Concept Papers will be accepted for work that will be conducted in the following countries where USAID has a Mission and program teams: Democratic Republic of Congo, Ethiopia, Ghana, Kenya, Liberia, Malawi, Mali, Mozambique, Nigeria, Rwanda, Senegal, Somalia, South Africa, South Sudan, Tanzania, Uganda and Zambia. Proposals from Applicants in those countries are encouraged.

Overall Approach

The Presidential Policy Directive on Global Development highlights the priority accorded to designing of partnerships that leverage resources and expand benefits of development programs.



USAID's current priorities include increasing and expanding partnerships and reforming procurement practices allowing for more grants to local partners, and support to non-traditional partners. Therefore, applicants should consider the importance of innovative partnerships that address critical development issues and can potentially be scaled up to expand impact in a gender balanced program ensuring both women and men are equal beneficiaries. The following illustrative approaches present ways USAID-supported programming may provide particular value:

- Piloting and testing new models for addressing critical development issues, that may then be replicated with other non-USAID funding sources;
- Serving as a neutral convener among various types of organizations to build institutional linkages and leverage expertise;
- Strengthening existing local capacity through partnerships to provide exposure to new models, systems and practices;
- Catalyzing a multi-faceted response to complex development issues; and
- Building connections between U.S. and SSA organizations, including universities and other academic institutions, such as community colleges.

Concept Paper instructions, Review Process and Evaluation Criteria

Overview of the Concept Paper Process

Concept Papers will be evaluated based on the general criteria set forth in the GDA APS. (Please see <http://idea.usaid.gov/gp/aps> for the GDA APS Concept Paper review criteria.) In addition to the GDA APS evaluation criteria proposed alliances will also be evaluated on the following:

1. **Technical Approach/Methodology:** The overall quality and **methodology** of the proposed technical approach, including but not limited to program reach, efficiency and effectiveness, gender equality, and the ability to yield significant development results;
2. **Relevant Experience and Past Performance:** Demonstrated ability to engage and develop relationships with local partners and organizations and the further ability to leverage resources and expertise of local organizations; demonstrated ability to implement the proposed initiative in a manageable and cost effective manner within existing constraints, including readiness for implementation.



3. **Sustainability:** The usefulness, innovativeness and likelihood that proposed partnerships will contribute to sustainable programs beyond the performance period and funding received from USAID.

Preference will be given to Concept Papers that include private sector partners who demonstrate long-term commitment to Sub-Saharan Africa and a recognized business interest in the proposed country. Reviewers will consider the extent to which the proposal addresses these factors. Concept Papers must demonstrate the ability to design and implement a gender-equitable approach with a clear indication of how the alliance will equally benefit and involve both young men and women.

Concept Papers with a higher rate of resource leverage will generally be viewed more favorably. The estimated dollar range of requested USAID funding must be between \$500,000 dollars and \$5 million dollars. USAID funding should be matched by private sector resources on at least on a 1:1 basis. Additional resource leverage from other sources is also welcome, so long as private sector resources match the USAID contribution on at least a 1:1 basis.

Concept Papers should be consistent with USAID legal and policy restrictions, including those set forth in USAID's Automated Directives System (ADS) and in the Foreign Assistance Act of 1961.

Concept Papers reviewed under this APS must be submitted for consideration **before July 11, 2012 at 11:59 p.m. (EST)**. If the Agency Youth Policy is finalized by the APS deadline, Concept Papers shall be reviewed and considered within this context. **Applicants are required to submit Concept Papers not exceeding 5 pages** long to AFR/SD/ED through Megnote Belayneh (mbelayneh@usaid.gov).

For additional information regarding guidelines and procedures to submit a Concept Paper, please refer to the 2012 GDA Annual Program Statement posted by USAID's Office of Innovation and Development Alliances, Global Partnerships. The APS can be found at the following website: <http://idea.usaid.gov/gp/aps>. Once a Concept Paper is received, USAID will review the paper and provide a response within 30 days. Concept papers will be considered on a rolling basis, but USAID has no obligation to fund any concept papers or requested applications. Issuance of this APS does not constitute an award commitment on the part of USAID, nor does it commit USAID to pay for any costs incurred in the preparation and submission of any concept papers or applications. If USAID decides to request a full application from an applicant,



USAID's Office of Acquisition and Assistance will contact applicants accordingly. Please do not submit an application unless formally requested to do so by USAID.